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Attorneys for Plaintiff SUCCESSFACTORS, INC.

UNITED STATES DISTRICT COURT

NORTHERN DISTRICT OF CALIFORNIA

SAN FRANCISCO DIVISION

SUCCESSFACTORS, INC., a Delaware corporation,

Plaintiff,

v.

SOFTSCAPE, INC., a Delaware corporation; and DOES 1-10, inclusive,

Defendants.

Case No. CV 08 1376 EDL

DECLARATION OF JAMES MATHESON IN SUPPORT OF PLAINTIFF'S MOTION FOR A TEMPORARY RESTRAINING ORDER AND ORDER TO SHOW CAUSE RE PRELIMINARY INJUNCTION

Date: Time: Dept: Judge:

Date of Filing: March 11, 2008 Trial Date: No date set



DECLARATION OF JAMES MATHESON ISO MOTION FOR TEMPORARY RESTRAINING ORDER

CASE No. CV 08 1376 EDL

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- I am Director of Web Operations and have been employed at SuccessFactors, Inc. 1. ("SuccessFactors") since August 2005. I make this declaration of my own personal knowledge, except to any extent otherwise specified. If called as a witness, I could and would testify competently to the facts set forth herein.
- As director of web operations, I oversee a team that is responsible for all of 2. SuccessFactor's corporate websites. In addition to ensuring the smooth functioning of these sites, my job responsibilities include analyzing log files and creating reports for marketing, which analyze the internet traffic on our sites.
- 3. On the morning of March 5, 2008, I learned that a 43-page PowerPoint presentation entitled "The Naked Truth" had been sent over the internet from a source calling himself or herself "John Anonymous" and using the email address hcmknowledge2008a@gmail.com.
- I spent approximately 28 hours over the past six days closely analyzing the content 4. of the Presentation and reviewing company log files in an effort to determine the author of this piece. I have worked closely with other members of our IT, security, marketing, alliance, sales, legal and executive teams in this effort. We have had to set aside our normal business activities to assist the company in determining who is behind the email blast. If I were to conduct similar analysis, I estimate my hourly rate would be approximately \$250 per hour.
- 5. After reviewing the Presentation, two points became apparent to me. First, the author of the Presentation had obtained a copy of an old SuccessFactors PowerPoint template. We no longer use this template. Second, information contained on approximately 18 of the 43 slides could be traced verbatim to the following three sources:
 - SuccessFactors' webinar at (a) http://www.successfactors.com/media/webinars/introduction-to-ultra/, which was launched on January 18, 2008;
 - our customers' page at http://www.successfactors.com/customers/list/, (b) which was last updated on or about February 28, 2008; and

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| (c) | a password-protected "ACE" sales demo (or demonstration) environment |
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| | for demonstrating the SuccessFactors solution to customers and prospects |

- 6. The content extracted for the Presentation includes screenshots from SuccessFactors' sales and marketing materials. Specifically, slides 5 and 6 include information lifted from our customers page on the website. The upper left-hand box on slide 7 bearing the title "SuccessFactors The Global Leader" was also taken from our website before we changed it on or about February 28, 2008. I know this because the box lists "1,400+ Customers." We updated this figure on or about February 28, 2008. Our web page now says "1,750 Customers." Slides 26-27, 31-36, and 40-42 are taken from the password-protected ACE demo environment. Slides 30 and 37-39 include screen shots from one of our webinars.
- 7. In reviewing the content of the Presentation, the author appears to have been comparing names of customers listed on SuccessFactors' website before and after February 28, 2008. I obtained copies of log files from our corporate website and the ACE sales demo environment from February 11, 2008 to March 4, 2008.
- 8. I reviewed the logs and created the following list of IP addresses that accessed all three sources – webinar, customer page, and ACE demo – between February 11 and March 4, 2008. All appear to be IP sites associated with SuccessFactors' offices or employees except one, which is highlighted below.
 - 71.188.252.226 (Bothell, Washington, appears to be SuccessFactors employee working out of a home office)
 - 68.236.68.19 (Softscape, Inc., Wayland, Massachusetts)
 - 87.54.29.118 (SuccessFactors' Copenhagen office)
 - 38.104.6.174 (SuccessFactors' Boston office)
 - 12.178.105.131 (SuccessFactors' San Mateo office)
 - 12.170.31.242 (SuccessFactors' San Francisco office)
- 9. Softscape is a direct competitor of SuccessFactors with its headquarters in Wayland, Massachusetts. I verified in a couple different ways that IP 68.236.68.19 is an IP address associated with Softscape. First, I used an internet tool at

Case 4:08-cv-01376-OW

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http://www.maxmind.com/app/lookup_city, which identifies the city, state and Internet Service Provider ("ISP") for this unique IP address. Attached as Exhibit 1 is a true and correct copy of a print-out reflecting the results using this tool. It identifies Verizon Internet Services as the ISP and that IP 68.236.68.19 is hosted in Wayland, Massachusetts. I then confirmed that Softscape's website (http://www.softscape.com) uses the exact same IP block: 68.236.68.108. I traced Softscape's IP block by searching the "softscape.com" domain name in Network Solutions' WHOIS database (http://www.networksolutions.com/whois/index.jsp). Attached as Exhibit 2 is a true and correct copy of the WHOIS results, with its IP address highlighted for the Court's convenience. The .108 in the last three digits reflects a different computer from the .19 address, but both are from the same block of IP addresses. I was able to further confirm Softscape as the host of IP 68.236.68.108 by reversing the address using Reverse DNS (http://remote.12dt.com/). Attached as Exhibit 3 is a true and correct copy of the search results identifying 'softscape.com' as the top level domain for Softscape's website.

- 10. ACE demo accounts are uniquely assigned to SuccessFactors' sales representatives. They are password protected and numbered. SuccessFactors does not permit access by unauthorized persons, certainly not direct competitors. After reviewing ACE demo logs, I was able to determine that IP 68.236.68.19 had been logging into the ACE275 demo account. I along with two other SuccessFactors employees, John Adger and Doug Ito, reviewed "goals" and other items that had been customized in the ACE 275 demo account. We found two "goals" - "Communications" goal and another written in Spanish entitled "Mejorar Gastos Administrativos" written in Spanish - that are not standard to the basic ACE configuration. This means that someone added or customized the goal in preparation for or during a demo.
- I compared what I found in ACE275 to slides in the Presentation. In slide 41, both 11. goals are listed. There is the "Communications" goal listed near the bottom left-hand corner of the screen shot followed by the "Mejorar" goal in Spanish. I confirmed that the exact same customized goals were found in ACE275. This tied the content from the PowerPoint to the compromised ACE275 Demo account that was accessed by the Softscape IP address. Attached as Exhibit 4 is a true and correct copy of slide 41 with the "Communications" and "Mejorar" goals highlighted for

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the Court's convenience. Attached as Exhibit 5 is a true and correct copy of the same page printed from the ACE275 account records, again, with the "Communications" and Spanish goals are highlighted for the Court's convenience.

- Based on reviewing the ACE Sales Demo logs, I determined that IP 68.236.68.19 12. accessed the ACE275 demo account on February 19 and 21, 2008. On February 19, 2008 it was accessed at 8 am EST, 9 am EST, 2 pm EST and 3 pm EST. On February 21, 2008, it was accessed by this IP address throughout most of the day starting at 8 am EST. ACE275 is a Sales Demo account issued to one of our sales representatives, Jorge Corrales. He is based out of Miami, Florida. His sales territories cover Latin America and Caribbean, but not Massachusetts. I confirmed with Mr. Corrales that he did not provide unauthorized access to his ACE275 sales demo account and was not involved with the creation or dissemination of the Presentation.
- 13. I verified that the other five IP addresses that I had previously identified (71.188.252.226, 87.54.29.118, 38.104.6.174, 12.178.105.131, and 12.170.31.242), although they had visited the ACE environment, did not access the ACE 275 account between February 11 and March 4, 2008; only IP 68.236.68.19 had.
- I reviewed log files for ACE275 and identified all IP addresses that had accessed 14. this sales demo account from February 12, 2008 to the present. I discovered that IP 82.108.171.66 accessed ACE275 on February 19, 2008 at 1 pm EST and 2 pm EST. Based on my Internet search, it appears that IP 82.108.171.66 is associated with Softscape's London office. Attached as Exhibit 6 is a true and correct copy of a search results from http://www.maxmind.com/app/lookup_city, which identifies "Soft Scape" as the organization in London associated with the unique IP address in London. I confirmed that Softscape has its EMEA headquarters at Greenland Court, 6 Greenland Place, London, United Kingdom.
- 15. I also confirmed from the log records that two other IP addresses assigned to Comcast DSL users in Massachusetts accessed ACE275 on multiple occasions over the past month. IP 24.34.56.79 accessed ACE275 on February 18, 2008 at 7 pm EST and February 20, 2008 at 2 am EST. Attached as Exhibit 7 is a true and correct copy of search results from http://www.maxmind.com/app/lookup city, which identifies Maynard, Massachusetts, as the city

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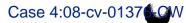
| and state for this unique IP address. IP 98.216.168.122 accessed ACE275 on February 18, 20, 21 |
|---|
| and 22, 2008. On February 18, 2008, it was access at 7 pm EST. On February 20, 2008, it was |
| accessed at 7 pm EST, 8 pm EST and 11 pm EST. On February 21, 2008, it was accessed at 10 pm |
| EST. On February 22, 2008, it was accessed at 3 am EST. My search results tied that IP address to |
| Watertown, Massachusetts. Attached as Exhibit 8 is a true and correct copy of a search results |
| from http://www.maxmind.com/app/lookup_city. |
| 16 Loopfirmed of the fruit or market Col. 1 |

- I confirmed after further review of the log records that IP 24.34.56.79 and IP 98.216.168.122 were accessing ACE275 after business hours and usually late at night.
- I next searched through SuccessFactors Customer Relationship Management (CRM) 17. database to determine if there was any information associated with these IP addresses. If someone wants to attend a recorded SuccessFactors webinar, they typically need to fill out a form on our website. These forms, which include user IP addresses, are entered into our CRM database.
- I identified nine "hits" in our CRM database using IP 68.236.68.19 dating back to 18. January 2006. Although the IP address remained the same, the name and other information provided was inconsistent. Many of the names appeared to be phony names, but the following appeared to identify actual people: Harvey Schein and Dennis Martinek. I searched the internet for these names and found a bio for Harvey Schein at a company called AccountAbility Outsourcing. Mr. Schein lists Softscape as a customer. Attached as Exhibit 9 is a true and correct printout from http://www.accountab.com/index-1 1.html, which includes Mr. Schein's bio. Dennis Martinek identifies himself in his Linkedin profile (a social and professional networking site on the internet) as Regional Sales Manager at Softscape. Attached as Exhibit 10 is a true and correct copy of the Linkedin profile.

I declare under penalty of perjury under the laws of the United States of America and the State of California that the foregoing is true and correct, and that this declaration was executed this 11th day of March, 2008, in San Mateo, California.

James Matheson

1281608



Document 18



Page 8 of 42











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Home

68.236.68.19 US

GeoIP

minFraud

Contact

Company

GeoIP Databases

Country Region

City

Metro Code

Organization

ISP

Netspeed

Domain Names

Proxy Detection
Web Services

GeoLite Redistribution

MaxMind

Support Center

GeoIP City/ISP/Organization Demo

MaxMind GeoIP City/ISP/Organization Edition Results

Hostname Country Country Region

Region Name City

Postal Code Latitude Longitude ISP Organization

Verizon Verizon

Metro Area Code Code

United MA Massachusetts Wayland

Massachusetts Wayland 01778 42.3613 -71.3629

Internet Internet Services Services

Internet 506 508

Services Services

These results were generated with the Perl API and the commercial GeoIP City, GeoIP ISP, and GeoIP Organization databases.

To find countries and cities, enter IP addresses/hostnames, separated by spaces: (To get a demo for your IP address, click here)

Lookup IP Addresses

There is a limit of 25 demo lookups per day. Request a test account for more lookups.

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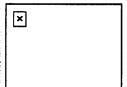
Network Solutions.

Call us 1-800-333-7680

Login Help Shopping Cart

WHOIS Search Results

Your WHOIS Search Results



softscape.com

Services from Network Solutions:

Certified Offer Service - Let us help you get this domain name! Backorder - Try to get this name when it becomes available. Private Registration - Keep personal information for this domain private.

SSL Certificates - Get peace of mind with a secure certificate. Enhanced Business Listing - Promote your business to millions of viewers for only \$1 a month!

Make this info

private

Visit AboutUs.org for more information about SOFTSCAPE.COM AboutUs: SOFTSCAPE.COM

Registrant:

Softscape, Inc. 4 Minot Avenue Acton, MA 01720 US

Domain Name: SOFTSCAPE.COM

Promote your business to millions of viewers for only \$1 a month!

Learn how you can get an Enhanced Business Listing here for your domain name.

Learn More

Administrative Contact, Technical Contact:

IT. Softscape webdomains@softscape.com 526 Boston Post Road Wayland, MA 01778 US

Phone: 508-358-1072

Record expires on 24-Mar-2013

When you register a domain name, current policies require that the contact information for your domain name registration be included in a public database known as WHOIS. To learn about actions you can take to protect your WHOIS information visit www.internetprivacyadvocate.org.

NOTICE AND TERMS OF USE: You are not authorized to access or guery our WHOIS database through the use of high-volume, automated, electronic processes or for the purpose or purposes of using the data in any manner that violates these terms of use. The Data in Network Solutions' WHOIS database is provided by Network Solutions for information purposes only, and to assist persons in obtaining information about or related to a domain name registration record. Network Solutions does not guarantee its accuracy. By cultivities a WHOIS alians you caree to abide by the following terms of uses You caree that







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Choose Your Domain Name Provider Wisely and Transfer Domains for \$9.99/yr

Learn the do's and don'ts of search engine optimization. Download our Guide to Getting Found Online now.

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Attend_our SEO Seminar

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Search Engines

TOP SECRET

Record created on 23-Mar-1996 Database last updated on 24-Jan-2008

Domain servers in listed order:

Manage DNS

DNSB.SOFTSCAPE.COM DNSA.SOFTSCAPE.COM 68.236.68.32 68.236.68.31

Show underlying registry data for this record

Current Registrar:

NETWORK SOLUTIONS, LLC.

IP Address:

68.236.68.108 (ARIN & RIPE IP search)

IP Location:

US(UNITED STATES)-PENNSYLVANIA-PHILADELPHIA

Record Type:

Domain Name

Server Type:

IIS 6

Lock Status:

clientTransferProhibited

Web Site Status:

Active

DMOZ

2 listings

Y! Directory:

see listings

Web Site Title:

Softscape - Human Capital Management

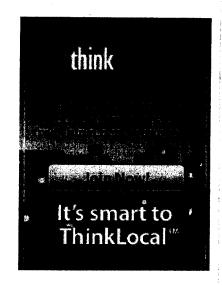
Secure:

Yes

E-commerce: Traffic Ranking: No

Data as of:

07-Apr-2006





SEARCH AGAIN

Enter a search term:

e.g. networksolutions.com

Search by:

Domain Name

○ NIC Handle

Reverse DNS Lookup

Ads by Google

Domain Lookup

Domain Lookup & more Compare domain name services here DomainNameWholesale.net

Reverse IP LookUp

Reverse IP By Enter IP Address Get Name Phone Address Email & More People-Search.com

Check For Blacklist Tips

Are Your Emails Being Filtered Out? Find Out w/Email Advisor, Call Now. www.Lyris.com

Remediate configuration

policy violations with automated reporting. Download now. SolarWinds.com

Domain Name Search

Domain Name Search pages Save on Domain Name Search ShopExplorer.org

Results

68.236.68.108 resolves to "www.softscape.com"

Top Level Domain: "softscape.com"

To get registration information from the Internet "Whois" database for softscape.com: Click

Frequently Asked Questions Return to Main Page

This is a free service provided as-is without any warranty or guarantee whatsoever. Feel free to use this service but please limit lookups to less than 75 per 24 hour period. Thanks for your understanding.--- <u>Frank</u>

There are costs, however, to providing this service. Feel free to make a PayPal donation to help support it.



riherde.com Pinewood Derby Awards

Ads by Google

Tracing

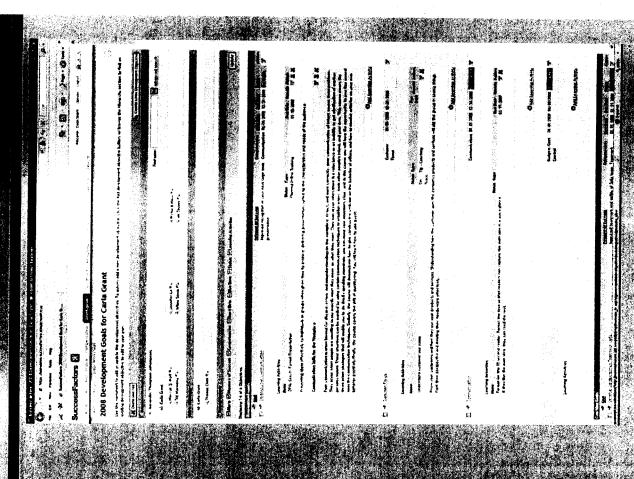
Online Nslookup

Free IP Tracer

. DNS IP Lookup

Nslookup Domain

Scrolling makes for long-pages







SuccessFactors 🔀

Welcome, Carla Grant Options

Logout

١

Succession Recruiting Company Info Employee Files Reports

Home Goals Performance Compensation

2008 Development Goals for Carla Grant Development Plan Career Worksheet

Use this worksheet to add or update the development objectives. To quickly add a new development objective, click the Add development objective button, or browse the

| Alexander Thompson (athompson) | | Find user: | Go Advanced search |
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Develop your Communication

Development Goals

Learning Activities

OPAL Coach: Formal Presentation

Presenting ideas effectively to individuals or groups when given time to prepare; delivering presentations suited to the characteristics and needs of the

Status Type

Planned Online Training

Due Date Results Action

11/15/2008

Measure of Success

Competencies Start Date Due Date

Status :*

Communication 06/04/2008 12/31/2008 On Track

large orals presentation

Improved reception at your next

Communication Skills for the Workplace

Mejorar Gastos Administrativos

Control **Budgets/Cost**

01/01/2007 06/30/2008

Learning Activities

intent causes these problems. They occur when people are unwilling to say exactly what they mean, or what they want. They also occur when there is a reluctance or an inability to get clarification of another person's intent. These situations can be avoided by using certain communication techniques to Similarly, the course will demonstrate how to give constructive criticism on the behavior of others, and how to receive criticism on your own behavior assertively, you can make your intentions clear, and in this course you will have the opportunity to practice several assertive communication techniques. establish intent, both other people's intent, and your own. This course covers the three prime strategies that will enable you to do this. By speaking Poor communication is often blamed for discord, errors, and misunderstandings in the workplace. In fact, and more correctly, poor communication of positively. Finally, the course covers the skill of questioning. You will learn how to use questi

| | Learning Activities Name Name Format for the 15-second reader. Format the text so that readers can capture the main idea in a quick glance. If they like the main idea, they can read the rest. |] Communication | Name Understand customer use cases Know your customers and how they use your products and services. Understanding how group in seeing things from their perspective and meeting their needs more effectively. | Customer Focus Learning Activities | |
|-----------------------|---|--|--|---|-----------------------|
| | t so that readers can capture the main they can read the rest. | | ducts and services. Understanding how the meeting their needs more effectively. | | 2 |
| <u>Add1</u> | Status Type 03/19/2007 | Add Learning A Communication 01/01/2008 12/31/2008 Not Start | Name Status Type Due Results Action Understand customer use cases On-TrackTip - Coaching Mate: One-TrackTip - Coaching Mate: Status Type Date: Results Action On-TrackTip - Coaching Mate: Status Type Date: Results Action Particles Action The Customer uses the company's products and services will aid the group in seeing things from their perspective and meeting their needs more effectively. | Customer 01/01/2008 12/31/2008 Focus | Add |
| Add Learning Activity | Due Date Results Action 03/19/2007 | Add Learning Activity /31/2008 Not Started | Due Results Action Later Results Action Especially action Frices will aid the | 72008 | Add Learning Activity |

| | Case 4: |
|---------------------|--|
| Learning Activities | Coaching Goals |
| | <u>Measure of Success</u> Improved teamwork and agility of Sid's team |

Status

Add Learning Activity

of Teamwork Competencies

01/01/2008 12/31/2008

Start Date

Due Date

elaborate on his remarks.

questions during group discussions to try to draw out his opinions. Encourage him to Encourage Sid Mormony to express his views in group settings. Ask Sid Mormony specific On-TrackTip - Coaching Status

Due Date

03/28/2008

Results Action 08

Add Learning Activity

10

4

Focus, Results Focus, Customer

01/01/2007 12/31/2008 Not

Sense of

Teamwork,

Urgency,

Listening Skills, Budgets/Cost Communication

Development, Control, People Integrity/Ethics

Status Type

Date Results Action

Learning Activities

360-Degree Feedback: Experiencing 360-Degree Feedback

different methods for collecting it. You will also learn the criteria for selecting raters, the types of rating biases, and the guidelines for rating an In"360-Degree Feedback: Experiencing 360-Degree Feedback," you will learn how organizations use 360-degree feedback, the benefits of using it, and the employee's performance.

Advanced Interpersonal Communication: Communicating with Co-Workers

handling human resource issues, such as negotiating raises and dismissing subordinates. various roles in an organization, such as peers, supervisors, subordinates, and customers/vendors. You will also learn guidelines for promoting ideas and In Advanced Interpersonal Communication: Communicating with Co-Workers, you will learn suggestions for communicating with individuals who hold

It's obviously a treat to have a sumptuous meal at a five-star restaurant, or be doted on at a five star resort. But five star service extends beyond our integral part of our service commitment. personal entertainment. A certain degree of pampering is key to achieving customer loyalty, and this course shows us how to make "five star attitude" an Advancing Your Service Expertise

Communication Skills for the Workplace

positively. Finally, the course covers the skill of questioning. You will learn how to use questi Communication Techniques Similarly, the course will demonstrate how to give constructive criticism on the behavior of others, and how to receive criticism on your own behavior assertively, you can make your intentions clear, and in this course you will have the opportunity to practice several assertive communication techniques establish intent, both other people's intent, and your own. This course covers the three prime strategies that will enable you to do this. By speaking Poor communication is often blamed for discord, errors, and misunderstandings in the workplace. In fact, and more correctly, poor communication of reluctance or an inability to get clarification of another person's intent. These situations can be avoided by using certain communication techniques to intent causes these problems. They occur when people are unwilling to say exactly what they mean, or what they want. They also occur when there is a

14

Conducting Meetings: The Meeting Process This program covers key communication techniques that will help in improving the results of a sale

identify any problems Icon International may have installing the system and make sure it is installed by the deadline. meeting. In the simulations, you will be meeting with the management team responsible for the implementation of the new payroll system. Your goal is to In "Conducting Meetings: The Meeting Process," you will learn how to plan a meeting, effectively participate in a meeting, and successfully close a

Conquering Conflict through Communication

listen to what you say. important communication is in the workplace. Communication is more than what you say. It's what you don't say, how you listen to others, and how you How many times have you said nothing because it was "good for the team" or got angry before thinking over the situation? These examples illustrate how

Professional and Personal Life," will help you discover ways to manage self-induced stress. techniques for combating it. Are you your own worst enemy when it comes to stress? This course, the fourth in the series "Achieving Balance in Your "You don't get ulcers from what you eat, but from what's eating you," said Albert Cliffe. There's no way to avoid having stress in one's life, but there are

Decision Making & Problem Solving: Decision Making Fundamentals

variety of decision making techniques, establish group consensus, and make decisions in different situations. compare options, develop challenging, yet attainable, objectives, and make successful decisions. You will be provided with opportunities to utilize a In "Decision Making & Problem Solving: Decision Making Essentials Graphics Enhanced Version" will help you develop the skills needed to establish and

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E-mail Etiquette: Using E-mail to Communicate Successfully

In "E-mail Etiquette: Writing Effective E-mail Messages," you will learn how to write effective e-mail messages. You will learn the differences between E-mail Etiquette: Writing Effective E-mail Messages manage e-mail volume and what netiquette guidelines you should follow. advantage of headers and text boxes when creating e-mail messages and about the benefits of considering your recipient You will also learn how to In "E-mail Etiquette: Using E-mail to Communicate Successfully," you will learn the essentials of communicating via e-mail. You will learn how to take

writing online and traditional paper-based writing, as well as how to achieve your e-mail message objectives, and how to construct effective sentences

Effective Presentations: Planning a Presentation

Emotional Intelligence at Work how to effectively use supporting materials. In addition, you will learn how to clearly organize your presentation and successfully incorporate visual aids. In "Effective Presentations: Planning a Presentation," you will learn how to determine realistic presentation objectives, how to analyze your audience, and 44

answer, it's time to think again. What makes someone a top performer in the world of work? If you think high IQ, advanced degrees, analytical skills, and technical expertise are the

Excellence in Service: Fundamentals for Managers

customers' needs, and make sure your customers are completely satisfied exceed their expectations. You will be provided with opportunities to differentiate between internal and external customers, take ownership for "Excellence in Service: Fundamentals for Managers" will help you develop the skills needed to effectively relate to customers, fulfill their basic needs, and

Foundations of Grammar

Interpersonal Communication: Effective Communication block of good writing. To be a good writer, you must have a thorough understanding of the basic parts of speech that identify and classify types of words. When do you use "your" or "you're"? "Me" or "myself"? Is "good" an adverb or an adjective? Understanding how to use various types of words is a building

to make personal improvements to your communication effectiveness. important, and know how to follow the steps of the communication process. This interactive multimedia training program provides you with opportunities "Interpersonal Communication: Effective Communication" will help you manage the roles of communication, understand why effective communication is

start-up of an entrepreneurial venture? actions that led you to believe these leaders were exemplary? Was it the development of a new product, the revival of a failing business, or perhaps the Take a minute to think of people whom you consider to be exemplary leaders-people who led their organizations to greatness. What are the events or

Listening Skills: Listening Challenges

MS Excel 2000 Fundamentals language as a form of communication. Finally, it identifies common listening styles so the learner can encourage others to listen. listening and provides useful guidelines for improving the learner's listening skills. This course concentrates on how to interpret, use, and improve body This course's aim is to help the learner overcome listening problems and enable him or her to communicate more effectively. It identifies barriers to

cells; use formulas and functions; format workbooks, worksheets and cells; and change fonts and data formats. course, students will learn how to create and save a new workbook; add and manipulate worksheets; enter and manipulate data in single and multiple This course provides participants with the fundamental skills to use Microsoft Excel 2000 on a daily basis in their workplace. At the completion of this

MS Excel 2000 Proficient User

manipulate data in a worksheet; create and edit workbooks for integrating with Web technology; and add and modify charts, graphics and 3D shapes to a will learn how to format and print data in a worksheet; make worksheet calculations by using the advanced formulas and functions provided by Excel; This course provides participants with the skills to use Microsoft Excel 2000 on a daily basis in their workplace. At the completion of this course, students

MS Internet Explorer 5.0 Fundamentals

of IE 5.0; and use the basic features of Outlook Express. MS PowerPoint 2000 Proficient User for Web pages; customize the display of Web pages; organize Web pages in the Favorites folder; save and print Web pages; identify the advanced features This course provides participants with the skills to use Microsoft Internet Explorer 5.0. At the completion of this course, students will learn how to search

As the first in a two-part series, this course will provide learners with a foundation for using Project 2000. Learners will be given a thorough overview of students will learn how to open an existing presentation; identify the functions of the interface components; create a presentation; modify slides in a the features of Project. Learners also will be taught how to create, communicate and track a Project plan MS Project 2000 Fundamentals presentation; enhance a presentation; prepare for delivering a presentation. This course provides participants with the skills to use Microsoft PowerPoint 2000 to create powerful presentations. At the completion of this course,

This course will introduce the structure and features of Microsoft Windows 2000

MS Word 2000 Fundamentals

MS Win 2000 New Features

course, students will learn how to create and insert text in a Word document; format text in a document; send and save files in Word; and manage and organize documents. This course provides participants with the fundamental skills to use Microsoft Word 2000 on a daily basis in their workplace. At the completion of this

MS Word 2000 Proficient User

Manage Better by Listening enhancements; create a mail merge; and create envelopes and labels by merging an address list. course, students will learn to format and proof a document; enhance a document with drawing objects, charts, Clip Art, graphics and presentation This course provides participants with the intermediate skills to use Microsoft Word 2000 on a daily basis in their workplace. At the completion of this

Management Skills for the Diverse Work Force This course describes the value of active listening techniques and how they can be used to improve the participant?s managerial performance.

OPAL Coach: Achieving Your Leadership Potential issues? These are just some of the questions that come to mind when organizations notice that their workplace is becoming more and more diverse. Just how do managers handle diversity issues? Are there specific skills required? What methods and policies have been successful in handling diversity

Say you own a bicycle and a treadmill and have a membership at the community swimming pool. Does simply having these make you a triathlete? Not quite. The same can be said about leadership. Sure, you have the team, the projects, the deadlines, and the goals, but they don't make you a world-class OPAL Coach: Adaptability leader. Achieving exceptional leadership requires so much more--including the time, effort, and motivation to constantly learn and grow.

structures, processes, requirements, or cultures. Maintaining effectiveness when experiencing major changes in work tasks or the work environment; adjusting effectively to work within new work

OPAL Coach: Adapting Your Leadership Approach

OPAL Coach: Adapting to Change You've just met with a direct report to delegate an important assignment. But the meeting didn't go well. The person asked a lot of detailed questions that you couldn't answer, tried to push back responsibility, and left the meeting looking anything but empowered. Why did things not go as planned?

to take you to a new destination while you gain valuable new skills, knowledge, and experience. New technologies, changing customer requirements, reorganization, global competition? the winds of change keep blowing stronger in the workplace. Sometimes, it can feel like those winds are blowing you off course. But it doesn't have to be that way. You can harness the winds of change and use them

OPAL Coach: Aligning Performance for Success

OPAL Coach: Applied Learning Focusing and guiding others in accomplishing work objectives

Assimilating and applying new job-related information in a timely manner.

OPAL Coach: Boosting Business Results

OPAL Coach: Building Customer Loyalty leader. Your organization's most valuable resource is its people. Your job is to tap the potential of these "human resources" to boost business results. At first glance, it might be difficult to recognize the true potential in something. But once you do, you can leverage its full value. This is true for you as a

Effectively meeting customer needs; building productive customer relationships; taking responsibility for customer satisfaction and loyalty

OPAL Coach: Building Partnerships

to help achieve business goals. Identifying opportunities and taking action to build strategic relationships between one's area and other areas, teams, departments, units, or organizations

OPAL Coach: Building Partnerships That Work

OPAL Coach: Building Strategic Working Relationships nurturing, and maintaining your partnerships with coworkers, supervisors, customers, and suppliers. Partnerships and productivity go hand in hand. your partners: people you interact with every day. Your job success and satisfaction depend to a great extent on how much effort you put into building, Getting your job done is important to the success of the team, unit, or organization. But you can't do that without the cooperation and collaboration of

Developing and using collaborative relationships to facilitate the accomplishment of work goals

OPAL Coach: Building Trust

Interacting with others in a way that gives them confidence in one's intentions and those of the organization.

OPAL Coach: Building Trust in Your Work Environment

gradually, one interaction at a time. However, it can take only a single action to break it. Although you can see how others' behavior affects trust in the organization, you might not recognize how your own behavior influences trust. Trust is built

OPAL Coach: Building a Motivational Environment

people--or worse, threaten them with; it's what you do for people and with people that inspires them to show up at work every day with energy and a If you think the best way to motivate people to perform at higher levels is by dangling a "carrot" in front of them, guess again. It's not what you promise

OPAL Coach: Building a Successful Team

Using appropriate methods and a flexible interpersonal style to help build a cohesive team; facilitating the completion of team goals

OPAL Coach: Choosing The Right Candidate

can choose the right candidate. decision, you might feel uncertain of whether you'll make the right choice. By evaluating your data systematically and by enlisting the help of others, you You and the other interviewers have screened resumes, interviewed candidates, and checked references. Now that the time has come to make a hiring

OPAL Coach: Choosing a Conflict Resolution Tactic

report to you, you must assess the situation and decide when and how to get involved. When conflict goes unresolved, it can hurt productivity, quality, service, morale, or working relationships. When a conflict involves you or those who

Providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem. OPAL Coach: Coaching

OPAL Coach: Collaboration

Working effectively and cooperatively with others; establishing and maintaining good working relationships.

OPAL Coach: Communication

understand and retain the message. Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them

OPAL Coach: Conducting a Virtual Meeting

OPAL Coach: Continuous Improvement working as a team. Those can be daunting challenges for the leader of any meeting?and especially so for the leader of a virtual meeting. with those practical responsibilities go the duties of building relationships, instilling trust and confidence as the meeting leader, and keeping the group All meeting leaders face the challenges of controlling a meeting, keeping people on track, and making sure the purpose of the meeting is achieved. Along

Originating action to improve existing conditions and processes; using appropriate methods to identify opportunities, implement solutions, and measure

OPAL Coach: Continuous Learning

the job and learning through their application. Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on

OPAL Coach: Contributing to Meeting Success

waste time, or accomplish little. Why sit in a useless meeting while your "real" work goes undone? progress, discuss and solve problems, or make decisions. Although meetings are a fact of workplace life, too often we're stuck in meetings that run late Let's face it: Meetings are a way of life in most organizations. In fact, you're probably spending more time than ever in meetings. They let people share

OPAL Coach: Contributing to Team Success

Actively participating as a member of a team to move the team toward the completion of goals

OPAL Coach: Customer Focus

Making customers and their needs a primary focus of one's actions; developing and sustaining productive customer relationships.

AL Coach: Decision Making

for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches

OPAL Coach: Delegating Effectively

and support to help them be successful people with responsibility and authority in ways that make the most of their knowledge, skills, and motivations. And the delegators provide information Many responsibilities can be delegated. But are those delegations effective? Do they produce the results you want? Effective delegators carefully match

OPAL Coach: Delegating Responsibility

OPAL Coach: Developing Others Allocating decision-making authority and/or task responsibility to appropriate others to maximize the organization's and individuals' effectiveness

Planning and supporting the development of individuals' skills and abilities so that they can fulfill current or future job/role responsibilities more

OPAL Coach: Discussing Performance Expectations

effective leaders know that setting expectations discussions also require the "human touch." outline a formal process for setting expectations. What could be easier than sitting down with an individual and working through the process, right? Well, Because it's so critical that individual performance goals support the overall strategy, many organizations have performance management systems that

OPAL Coach: Discussing Performance Progress

the right approach. defensiveness and excuses. Right? Wrong! You can turn a progress review discussion from a waste of time to a beneficial experience for everyone by using exceeding expectations, you both already know it. And if the person isn't meeting expectations, chances are that all you'll face in a discussion are Do you sometimes wonder why you have to spend valuable time having performance progress reviews with people? After all, if the person is meeting or

OPAL Coach: Ergonomics

small modifications to work procedures, postures, habits, and workstation design can make a big difference in the way you feel at the end of a day, by poor posture, awkward body movements, improper lighting, and other factors. It's important to listen to the signals your body sends you. Sometimes OPAL Coach: Follow-Up Millions of people suffer from repetitive strain injuries. Too often, we avoid the warning signs of physical and environmental stresses on the body caused

characteristics of the assignment or project. Monitoring the results of delegations, assignments, or projects, considering the skills, knowledge, and experience of the assigned individual and the

OPAL Coach: Formal Presentation

Presenting ideas effectively to individuals or groups when given time to prepare; delivering presentations suited to the characteristics and needs of the

OPAL Coach: Fundamentals of Feedback

when you're making mistakes, feedback tells you what you can improve so you won't make those mistakes again. want it. After all, it feels good to hear you're doing a job well. That kind of positive feedback encourages you to repeat positive, productive actions. And Feedback answers the question, "How am I doing?" It tells you whether you're moving toward achieving your goals. People need feedback, and often they

OPAL Coach: Gaining Commitment

situations, and individuals involved Using appropriate interpersonal styles and techniques to gain acceptance of ideas or plans; modifying one's own behavior to accommodate tasks

OPAL Coach: Going Beyond Customer Expectations

for taking the initiative to turn a pleased customer into a loyal one as well. surprising and rewarding. Going beyond customer expectations results when you take responsibility for more than just meeting a customer's need but also will have done your job. But you can always do more. You can take that extra step that carries you past what customers expect into the realm of the Providing good customer service is a matter of fulfilling customers needs. Do it quickly and efficiently and your customers will go away pleased, and you

OPAL Coach: Guiding Discussions To Get Results

group, formally or informally, in person or over the phone, every discussion you have must produce results and accomplish its purposes efficiently. The five Interaction Guidelines provide a flexible, interactive process that will help you do just that With today's hectic, performance-oriented pace, the time you spend in interactions must be productive. Whether you're interacting with an individual or a

OPAL Coach: Handling Common Coaching Challenges

accomplish a task or solve a problem. In the long term a coach can help people develop to their fullest potential. old problems have in common? All these situations could benefit from the advice and counsel of a good coach. In the short term a coach can help someone What do working on challenging assignments, learning new skills, improving performance, repeating successful performance, or finding new solutions to

OPAL Coach: Handling Customer Dissatisfaction

company's policy. What do you do? spent 10 minutes explaining the service options you can provide to remedy a problem when the customer asks for something that is in violation of your You answer the phone only to hear an angry customer shout, "Where's my order? You said it would be here two days ago!" What do you say? Or, you've just

OPAL Coach: Handling Unacceptable Performance

members, internal partners, and customers are hurt. And your job becomes more difficult and more stressful When team members miss deadlines, don't produce enough, produce poor quality products or services, or exceed costs, the organization, other team

OPAL Coach: Handling Unacceptable Work Habits

situation can make your job more difficult and more stressful. work habit ultimately can hurt their performance. It also can affect the success and morale of team members, internal partners, or customers. This kind of Even when people perform adequately on the job--in terms of quality, quantity, timeliness, or cost--their conduct at work might be unacceptable. A poor

OPAL Coach: Helping Others Manage Performance

both agreed to track progress, but you're not sure what else should happen. data?each of you thought the other was responsible for tracking. Not surprisingly, the discussion was unfocused and seemed to take forever. This time you You're about to review performance with someone you lead, and you're not sure what to do. In your last review neither of you brought performance

OPAL Coach: Impact

Creating a good first impression; commanding attention and respect; showing an air of confidence

OPAL Coach: Imposing Formal Consequences

might have some specific policies and procedures that you need to follow. consequences. This means having a discussion that could be emotional for the other person and uncomfortable for you. In addition, your organization If a person repeatedly falls below expectations in an aspect of the job or if someone commits a serious offense, you probably face imposing formal

OPAL Coach: Improving Your Processes

eliminate the glitches and replace complaints with praise? Well you can do just that by examining your work processes and making changes to improve someone's always complaining about one thing or another. But, all jobs have their annoying problems, don't they? Wouldn't it be great if you could Day in and day out, you perform your job in the tried-and-true way. Everything seems to be working OK. Of course, there is that recurring glitch, and

OPAL Coach: Influencing Others to Make Things Happen

Welcome to the new age of influence, where, to be effective, leaders must know the techniques that will help them earn people's commitment to make In today's flatter, evolving organizations, leaders need to get things done through people who don't report to them and, in some cases, even outrank them.

OPAL Coach: Influencing Without Position Power

OPAL Coach: Information Monitoring to be able to sell your idea. In other words, you have to convince people that your idea is worth supporting. the idea because you don't have the resources or authority. What you need is the help or approval of other people. To get that help or approval, you need You have a good idea for solving a problem, improving a process, completing an assignment, or meeting customer needs. But you can't do anything with

Setting up ongoing procedures to collect and review information needed to manage an organization or ongoing activities within it.

OPAL Coach: Initiating Action

OPAL Coach: Innovation Taking prompt action to accomplish objectives; taking action to achieve goals beyond what is required; being proactive.

OPAL Coach: Keeping Discussions Moving Generating innovative solutions in work situations; trying different and novel ways to deal with work problems and opportunities

right direction. down, stray off the subject, or achieve questionable or confusing results. If a discussion does veer off course, you need the skills to steer it back in the With increasing pressures on the job, you need to hold discussions that get results quickly and efficiently. You don't want your discussions to get bogged

OPAL Coach: Keeping Organizational Talent

organization's bottom line: Turnover is costly-hiring and training new people consumes money, time, and resources and results in lost sales and OPAL Coach: Keeping on Track and on Time productivity. If you think most people leave a job simply for more money, you are wrong. Most people switch jobs because of their relationship with their leader, the one person with the greatest impact on whether people stay or leave your organization. Retaining the people in your group is more than a matter of maintaining harmony and productivity in the workplace. It also relates directly to the

OPAL Coach: Leading Through Vision and Values them and adapt while maintaining high levels of performance. They succeed in part by using the tips and tools provided in this situation. You can use them sure how to get started? In today's fast-paced business world, almost everyone faces these kinds of pressures. Successful people are able to sort through too to avoid productivity pitfalls and improve your performance and on-time record. Are you terminally busy, with too many top priorities to juggle? Are you expected to get something done by a certain date or time, but you're not even

Keeping the organization's vision and values at the forefront of associate decision making and action.

OPAL Coach: Legal Considerations in Missing

OPAL Coach: Legal Considerations In Hiring

are excluded from the selection process. that are related to the job. As good as your hunches about a particular job candidate might seem, they're worthless if other capable, qualified candidates Fair and equal employment opportunities for all. It's not just a catch phrase--it's the law. Federal and state laws require consistent selection processes

OPAL Coach: Letting Go and Delegating More

OPAL Coach: Making Better Decisions organization. And what you delegate can create the same benefits for the people who do it. work, you'll be able to take on new, more challenging responsibilities that can increase your growth, productivity, job satisfaction, and value to the when you're expected to do it because of your role within the organization. But what about everything else on your plate? You'll find that if you delegate Who's the best person to do your work? It might not always be you. Of course, you probably are the best person when the work needs your unique skills or

feeling, you can use a five-step process to make better decisions what if it was a major decision with ramifications throughout your group, area, or organization? Instead of relying solely on intuition, a hunch, or a gut We've all made a bad decision at one time or another. Maybe it was just a routine decision, one that had little impact, so the outcome did little harm. But

OPAL Coach: Making Change Happen

goes a long way toward your team's success in a forever-changing workplace. implement? Probably the second one, but the fact is, both kinds happen all the time. How you introduce change and encourage people to implement it Which would you prefer: the kind of change that hits broadside, upsetting routines and causing confusion, or the kind that you and your associates would

OPAL Coach: Making Rapid Decisions

opportunities are gone--swept away in the relentless undertow that is business today. You don't have the luxury of waiting for all the information to come unseen hazards and poor sight lines, but also there is little time to ponder an opportunity when it presents itself. Decisions must be made quickly, or those in or of trying to make the "perfect" decision. Making decisions in today's fast-flowing business environment is a lot like navigating whitewater in a kayak. Not only is the path choppy, fraught with

OPAL Coach: Managing Conflict

Dealing effectively with others in an antagonistic situation; using appropriate interpersonal styles and methods to reduce tension or conflict between two

OPAL Coach: Managing Stress

work and you're afraid of falling behind. concrete beginnings and predictable ends. Your work process has changed and, although you still have the same number of projects, it feels like more overwhelming that you've had trouble just showing up for work. Or, maybe you're a more low-key worker who's used to a steady flow of projects with You thrive in a fast-paced work environment and always rise to the occasion when the pressure's on. However, lately your work pace feels so

OPAL Coach: Managing Work

Effectively managing one's time and resources to ensure that work is completed efficiently.

OPAL Coach: Mediating a Conflict

When people who disagree won't work together to resolve a conflict, the problem will continue to grow until it harms everyone's performance. Your job is to bring the people together, help them talk constructively about their differences, and help them work toward a solution. When you do that, you mediate the conflict.

OPAL Coach: Meeting Leadership Ensuring that a meeting serves it

contributions of others. Ensuring that a meeting serves its business objectives while using appropriate interpersonal styles and methods and considering the needs and potential

OPAL Coach: Meeting Participation

OPAL Coach: Negotiation Using appropriate interpersonal styles and methods to help reach a meeting's goals while considering the needs and potential contributions of others.

Effectively exploring alternatives and positions to reach outcomes that gain the support and acceptance of all parties

OPAL Coach: Overcoming Barriers to Productivity

higher quality, faster results, and lower costs. But balancing these requirements is difficult. Focus too much on quality, and time and costs can swell. to slip Focus too much on speed, and quality might drop. Focus on the wrong things, and these demands can push you to the point where your productivity starts There's one motto almost everyone can relate to: "Make it fast and make it good." In today's competitive marketplace, people are pressed to achieve

OPAL Coach: Overcoming Resistance to Change

OPAL Coach: Planning and Organizing control the change. Overcoming that resistance involves helping people adapt to the change by encouraging their understanding, ownership, and trust people can feel unsure, confused, or even afraid. So, it's only natural that some people will react to change by resisting it--especially when they can't Change can be disorienting. People have to give up old ways of thinking and working while adapting to something new and unfamiliar. During change

Establishing courses of action for self and others to ensure that work is completed efficiently.

OPAL Coach: Preparing To Lead Effective Meetings

spent and their participation was useful. To ensure that your meetings are effective, you must address both these practical and personal needs. OPAL Coach: Preparing to Lead a Virtual Meeting make decisions. An effective meeting ends with the participants believing that their personal needs were met; in other words, that their time was well People meet because they have some practical need: To pass on information, solve problems, develop ideas, update one another, build commitment, or

circumstances don't allow people to travel to one location, bring them together with technology via a virtual meeting meeting. But what if those people are across the country--or across the world--and you need to gather them in a hurry? When time, budget, and Do you often have to bring people together to share information, brainstorm ideas, make decisions, or solve problems? No problem, right? Just call a

OPAL Coach: Providing Everyday Service Excellence

to make sure your customer is satisfied and loyal. health provider). As the customer's chief contact person, you're responsible not only for providing the product or service, but for managing the relationship Customers need something--a product (a computer or copier, for example) or a service (for instance, someone to create a Web page or recommend a

OPAL Coach: Pulling Your Team Out of a Slump

OPAL Coach: Quality Orientation eat away at team morale and performance. But tough as they are to identify and fix, slumps demand your attention, and the sooner the better another story. They can be difficult to pinpoint. They take their time in making an impact on productivity, quality, or timeliness. They slowly and quietly Every team has its ups and downs. Your own team has probably celebrated its successes and learned from its slips. But slumps in performance, that's

tasks; being watchful over a period of time. Accomplishing tasks by considering all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and

OPAL Coach: Reaching Agreement

even if it's not everyone's first choice. The payoff is a well-informed decision that benefits from everyone's knowledge, skills, and experience A group needs to agree on the best way to complete a task, provide a service, or improve a process. But agreement seems a long way off because each person has a different idea on how to go about doing that. The challenge is to give all ideas a fair hearing, but get everyone to commit to just one idea

OPAL Coach: Recognizing and Rewarding Good Performance

OPAL Coach: Rescuing Difficult Meetings than just an afterthought; it should be a daily part of your and your group's job. do you congratulate your coworkers for a job well done or point out someone's achievement? Recognizing and rewarding good performance should be more Have you ever wondered why nobody seems to notice your hard work? Or why no one acknowledges a team's routine good performance? For that matter,

win. Using the right techniques, you can make sure your time is well spent in every meeting. frustrated, annoyed, resentful. After all, your time's too valuable to be wasted in a meeting that's going off track. But you don't have to let the disruption Arguments, interruptions, wandering discussions. You've been there when these and other problems have derailed a meeting. And you know how you felt:

OPAL Coach: Resolving a Conflict You?re Involved In

conflict continues, it can hurt productivity, quality, and service. and the other person stop talking to each other. You can feel the effects of conflict on yourself and those around you-tension, stress, lower morale. If Disagreements can be good. By wrestling with differing ideas, great solutions can result. But disagreements also can lead to conflict, especially when you

OPAL Coach: Reviewing Job or Performance Goals

gathered even the right kind? And will the evaluation be fair? It's time to review your performance with your leader, and you're a little apprehensive. Both of you agreed on your performance goals awhile ago, but you're not sure what else you could discuss or what your role is in the discussion. You tracked your progress throughout the year, but is the data you

OPAL Coach: Safety Awareness

Identifying and correcting conditions that affect employee safety; upholding safety standards

OPAL Coach: Sales Ability/Persuasiveness

Using appropriate interpersonal styles and communication methods to gain acceptance of a product, service, or idea from prospects and clients

OPAL Coach: Screening Resumes and Checking References

can find the best person for the job. applicants and too little time to interview them all. A stack of resumes can be a daunting sight, but by screening resumes and checking references, you No matter how you post a job opening--through an internal posting or a splashy display ad in the local newspaper--chances are that you have too many

OPAL Coach: Seeking A New Job/Position

know exactly what you want to do but just aren't sure what to do to land the job. feeling confused and anxious. A change is inevitable, but you're not sure how to know if a particular position will be right for you. Then, again, maybe you job is being eliminated. Perhaps you've simply decided that you can't keep doing the same job much longer. Whatever your situation is, you're probably Are you ready for a change in your job? Maybe your company is reorganizing and you have your eye on a newly created position. Or you just found out your

OPAL Coach: Setting Job or Performance Goals

same applies to a "fuzzy" goal. By following a few simple tips, you can create job or performance goals that are well defined, understandable, and readily Which is better: A poorly worded job or performance goal or no goal? The answer is neither. Goals have proven value, so "no goal" is not an option. But the

OPAL Coach: Setting Team Goals

are reactive instead of proactive. When that happens, the entire team suffers. Successful teams, on the other hand, have a strategy that coordinates team responsibility of every team member. But too often personal goals take precedence over team goals. Also, often a lack of clear team goals means people A team is only a team when every member works toward the same goals, such as productivity, quality, service, and timeliness. Achieving these goals is the

OPAL Coach: Strengthening Relationships

coworkers, peers, associates, and others you interact with every day. You might not know it, but you're using the Key Principles of effective interpersonal And the most effective of them all is communication that addresses people's needs to feel valued. When you do this, you help to bring out the best in you Your relationships on the job rise or fall because of a number of factors. But probably no factor plays a more important role than effective people skills.

OPAL Coach: Strengthening Your Partnerships

battle you can win. responsibilities are people-people with whom you can form dynamic, productive partnerships. Getting them to join you in building that partnership is one probably come to mind when you think about your situation. It doesn't have to be that way. Beyond the barriers created by narrowly defined roles and Do you feel locked inside invisible walls that separate you from the people who help you do your job? Confined, hindered, limited, boxed in--these words

OPAL Coach: Strengthening Your Work Group

organizations must strengthen performance and get results. And the only way an organization can do this is to leverage its most important asset--its people. Do your people have what it takes to get the results you want? In today's economy every organization is under pressure. Whether the objective is to expand market share, globalize, or add new products and services,

OPAL Coach: Stress Tolerance

others and to the organization. Maintaining stable performance under pressure or opposition (such as time pressure or job ambiguity); handling stress in a manner that is acceptable to

OPAL Coach: Supporting Development Efforts

making things happen. For many managers, this is a role that doesn't come easily or instinctively. people as they develop their leadership skills. In doing so, the manager acts as a catalyst, energizing and guiding people toward a common goal and In today's competitive business environment, each person is responsible for taking his or her own development seriously. The manager's job is to support

OPAL Coach: Tenacity

OPAL Coach: Tips For Interviewers Staying with a position or plan of action until the desired objective is obtained or is no longer reasonably attainable

Hiring a job candidate shouldn't be a guessing game. How well you interview can mean the difference between hiring the right person from the start or having to dive repeatedly into the candidate pool. Yours is an important responsibility. Your choice helps ensure organizational success and employee

OPAL Coach: Valuing Differences

by encouraging diverse styles, abilities, and motivations organizations to meet their goals through the varied skills, knowledge, and experience their people contribute. You can support your organization's success an organization's growth, while a routine approach just hinders it? Without a doubt valuing differences is one of the keys to business success. It allows Do you value the unique qualities that you and your coworkers bring to the workplace? Did you know that the expression of people's differences enhances

OPAL Coach: What to Do When People Don?t Improve as Planned

self-imposing standards of excellence rather than having standards imposed Setting high standards of performance for self and others; assuming responsibility and accountability for successfully completing assignments or tasks;

OSHA Standards and Compliance

Occupational Safety and Health Administration Vital Facts for 1997, 17 Americans die every day while on the job. Fortunately, the Occupational Safety and Health Administration continues to try to reduce these numbers. How many times do you listen to the news only to hear of another death or serious injury in the workplace? The statistics are staggering! According to the

Organizational Skills: Time Management

performance. You will be provided with opportunities to develop your time management skills, coach employees with time management problems, and "Organizational Skills: Time Management" will help you develop the skills needed to manage your time effectively and help employees improve their develop a time management plan.

Project Management: The Fundamentals

Quality Communication In "Project Management: The Fundamentals," you will learn about the attributes that characterize a project, the five steps of the project management project environment, the project manager, and the project team. process, and the variables involved in the project management process. You will meet with several project management experts to learn about the

during a crisis This course teaches you the guidelines for successful communication in the workplace, and emphasises the importance of following company guidelines

The Basics of Listening

communicated, this is the course for you. This course will familiarize you with the communication and listening processes, and how listening functions within communication. You will discover the factors and variables that influence communication and listening and learn strategies to overcome weak Do you sometimes feel like you are not getting the whole message when someone talks to you? If you have problems receiving information that is verbally

listening skills. You will then apply these skills to business based examples. Knowing the basic communication and listening processes will make you aware

The Secrets of Female Leaders

of where communication can be adversely affected.

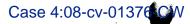
world and make their careers work for them. Learners will also discover some of the ways great female leaders handle themselves and gain even more professional power. This course reveals the secrets of many women who have become successful business leaders. It teaches women how to become players in the business

Time Management: Planning Your Day

scheduling, and concentration skills. program covers how to develop a daily plan, how to manage technology, and how to say "no" to doing too much. The program focuses on planning, In "Time Management: Planning Your Day," you will learn how to manage your time on a day-to-day basis in a way that will increase your productivity. The

Add Learning Activity

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82.108.171.66 GB

GeoIP

minFraud

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Company

GeoIP Databases

Country Region

City

Metro Code

Organization

ISP

Netspeed

Domain Names

Proxy Detection

Web Services

GeoLite Redistribution

MaxMind

Support Center

GeoIP City/ISP/Organization Demo

MaxMind GeoIP City/ISP/Organization Edition Results

Postal Code Latitude Longitude ISP Organization Metro Area Code Code

Code Name Region Region Hostname Name

United London London Kingdom

51.5000 -0.1167

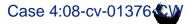
These results were generated with the Perl API and the commercial GeoIP City, GeoIP ISP, and GeoIP Organization databases.

To find countries and cities, enter IP addresses/hostnames, separated by spaces: (To get a demo for your IP address, click

Lookup IP Addresses

There is a limit of 25 demo lookups per day. Request a test account for more lookups.

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United

States

MaxMind GeoIP City/ISP/Organization Edition Results

GeoIP

Hostname Country Country Region Code Name

Region Name

Postal Latitude Longitude ISP

Organization

Metro Area Code Code

Massachusetts Maynard 01754 42.4263 -71.4542

Comcast Comcast

506 978

These results were generated with the Peri API and the commercial GeoIP City, GeoIP ISP, and GeoIP Organization databases.

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MaxMind GeoIP City/ISP/Organization Edition Results

States

GeoIP

Country Country Region Hostname Code

Name United MA Region Name

City

Massachusetts Watertown 02472 42.3722 -71.1787

Postai Code Latitude Longitude

Comcast Comcast

Organization Code Code

Cable Cable 506 617

These results were generated with the Perl API and the commercial GeoIP City, GeoIP ISP, and GeoIP Organization databases.

minFraud

To find countries and cities, enter IP addresses/hostnames, separated by spaces: (To get a demo for your IP address, click here)

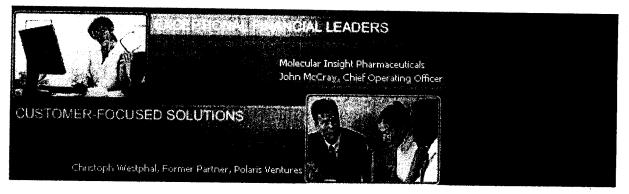
Lookup IP Addresses

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President and CEO

Ann is the Founder, President and CEO of AccountAbility Outsourcing. She is responsible for the overall management and strategic direction of the company. Ann has led the company to remarkable success in establishing the firm as New England's leading provider of outsourced financial management services to technology companies.

Ann has over 20 years of financial experience in a broad range of industry segments including life sciences, software, and healthcare. Her experience includes venture-backed as well as publicly traded companies. Prior to founding AccountAbility Outsourcing, Ann provided accounting and finance services to start-up companies for five years where she was the interim CFO of InfraReDx, Inc. and Modular Genetics, Inc. Previously, Ann was the CFO and Director of Finance at one of the Acordia companies and one of the subsidiaries of Cleveland Clinic for five years. Starting her career in public accounting, she spent 10 years in the audit divisions of Ernst & Young and Deloitte. She holds a B.A. in Accounting from the University of West Florida and is a Certified Public Accountant. She is a member of the American Institute of Certified Public Accountants and a CEO Forum member of The Commonwealth Institute.



Donna A. Lopolito, CPA

Life Science Practice Leader Professional Development Leader

Donna is responsible for professional development of AccountAbility's finance and accounting professionals. In this role, she develops internal continuing professional education programs that keep our staff current on all financial reporting issues (such as FASB and SEC pronouncements), and that develop other business skills (contract negotiation,

management, risk management) that address our clients needs.

Donna provides CFO services to our biotech clients and technical GAAP expertise to our entire client base. Donna brings more than 20 years of progressive finance and accounting experience to AccountAbility's clients. A Certified Public Accountant, she was a Partner with PricewaterhouseCoopers, and has been a Chief Financial Officer for ten years, primarily in the life sciences arena. She serves both private and public companies, with experience in venture capital and other private financings, initial public offerings, SEC compliance, and public/investor relations. Donna's clients include Afferent, Au Bon Pain, Cambria, Gloucester Pharmaceuticals, InfraReDx, Modular Genetics, Phylogix, Spherics, and ZoomInfo. She hails from Organogenesis and Biolink.

Donna is an active member and Past-President of the Massachusetts Society of CPAs, an active member and former Council Member of the American Institute of CPAs, and Chairman of the Finance Committee for the Town of Easton. Additionally, she is a member of the Board of Directors and Audit Committee for Independent Bank Corp (Rockland Trust). Donna graduated with highest honors from Bentley College earning a Bachelors degree in Accountancy.



Mary D. Trueblood, CPA, MBA

Life Science Practice Leader Human Resources Leader

In her role as Human Resources Director, Mary is responsible for AccountAbility's recruiting and retention programs. Mary also provides CFO and controllership services to our biotech clients. Her clients include Gloucester Pharmaceuticals, Magen BioSciences, Renegade Therapeutics, Sirtris Pharmaceuticals, and Tokai Pharmaceuticals. Mary brings over 20 years of

progressive financial experience in a number of industries including biotechnology, software technology and communications. She has a demonstrated ability in the development, implementation and management of finance, accounting and administrative functions in early stage companies. Mary started her finance career at Deloitte. More recently, she was the controller at Alnylam Pharmaceuticals (NASDAQ:ALNY) where she assisted with the initial public offering. Prior to that, she held controller positions at ActiveCyte, Vista Associates, The Applied Technologies Group, and The LAN Company. She has a B.S. from The University at Albany and an M.S./MBA from Northeastern University. Mary is a member of the Massachusetts Society of Certified Public Accountants and the American Institute of Certified Public Accountants. She is a licensed CPA in Massachusetts.



Harvey Schein

Client Service Leader

Harvey is leading the firm's proprietary client service delivery products and methods. Harvey also provides CFO and COO services to our technology clients. His clients include Ambient Devices, Boston MicroSystems, Fortelligent, Molecular Insight Pharmaceuticals, and Softscape. He brings more than 25 years of financial and operational management experience in the technology industry to AccountAbility's clients. He has

successfully managed finance, IPOs, M&A, and operations for investor-funded and publicly traded companies. In his capacity of client service CFO/COO, Harvey contributes his proven success in shaping all aspects of a company's financial and strategic initiatives. His planning, fiscal, and operational skills complement our clients' endeavors to develop infrastructure that supports future growth. Harvey hails from ChipWrights, BroadcastAmerica.com, Lexicon, Solid State Technology, and PricewaterhouseCoopers. As CFO of Lexicon, he managed the company's finance and business operations and led the company's initial public offering and successful merger into Harman International Industries. Given CEO responsibility for Lexicon after the merger, he set and achieved aggressive financial and operating goals doubling sales and profits in 2-1/2 years with particular focus on the high-end consumer electronics sector. Mr. Schein is a graduate of Boston University with a Bachelor of Science degree in Business Administration.



Andrea L. Tocco, MBA

General Manager, Tampa Bay Region

Andrea is the General Manager of the Tampa Bay Region. She is responsible for the overall development and management of the Tampa Bay Region division of AccountAbility Outsourcing. She also provides accounting management services, specializing in

start-ups, small businesses of a variety of industries and QuickBooks. Andrea brings more than 10 years of experience to AccountAbility. Andrea has a B.S. in Accountancy and an MBA from Bentley College in Boston, Massachusetts with a concentration in Entrepreneurial Studies. She is a member of the American Institute of Certified Public Accountants, Women of Wesley Chapel (WOW) and Women-N-Charge in the Tampa Bay area.

Corporate Staff



Maria Maynard, PHR

Human Resources Manager



Karen Morrison

Operations Manager

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Greater Boston Area

Current Past

Regional Sales Manager at Softscape

 Business Development Director/Regional Sales Manager at Deploy Solutions

Manager of Account Development at PC Connection

New England Territory Manager at Information Builders, Inc

Education

Eastern Nazarene College

Marian High School

Eastern Nazarene College

Recommended

12 people have recommended Dennis 1 manager, 1 report, 10 co-workers

Connections

500+ connections

Industry Computer Software

Websites

My Website My Company

Public Profile

http://www.linkedin.com/pub/0/737/5aa

Summary

I have twenty years of experience in sales, both inside and outside, that gives me a unique perspective on the sales process.

Specialties:

Negotiation, government sales experience, outside and inside sales, prospecting, closing enterprise wide software deals.

Knowledge of complex software technology, ability to translate into layman's terms so that prospects can easily understand benefits to them of leveraging technology in their environment.

> Expanded profile views are available only to Business account holders. Upgrade your account.

Contact Settings

I use LinkedIn on a daily basis, and I'm more than happy to help others with their network, if they're willing to help me with mine as well.

If you send an invitation to me, and explain clearly and concisely what you're trying to accomplish, I can give a faster reply.

Thank you!

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